



Course Title: LEADING CHANGE IN ORGANIZATIONS

Course Code: HR711

Credit Units: 03

L	T	P/ S	SW/ FW	TOTAL CREDIT UNITS
3	-	-	-	3

Course Objectives: To know different types environmental factors, their impact and strategies of their management for leading and implementing change in Organizations.

Pre-requisites:

Basic Knowledge of OCD (The students need to be clear with the basic concept of organization change and development)

Student Learning Outcomes:

After completing this chapter the student should be able to:

- Impart a theoretical framework to identify, distinguish and develop inferences about organizations, change and leadership.
- Provide the student with a conceptual framework based on the classic models of planned organizational change.
- Sensitize the students with the intricacies and process of leadership in context of change.
- Increase your ability in drawing connect and infer about the relationship between leadership and commitment to organization change
- Increase your ability of making use of the dynamics of leadership in organizations for critical thinking and lead change.
- Heighten the student's awareness about the role of leader in planned change.
- Sensitize the students about the connect between organizational values and culture with leadership, during change.
- Cultivate student's abilities and skills for leading change in different types of organizations..
- Sensitize the students about the emerging contemporary challenges while leading change

Course Contents/Syllabus:

Module I : Introducing Organization Change and Leadership	Weightage (%)
<ul style="list-style-type: none">• Introducing Core Assumptions about Organizations, Change and Leadership• Burke and Litwin's Model;• Robertson and Porras's Model;• Nadler and Tushman's Congruent Model;• Bertalanffy's Open System's Theory;• Typology of Organization Change Interventions	25%
Module II: Leading Change in today's Organizations	
<ul style="list-style-type: none">• Examining the necessary qualities of leading change in today's organizations;• Transformational Vs Transactional Leadership;• The Relationship between Leadership and Commitment to Organization Change;• Transforming Organizations: Why Change Efforts Fail?	20%
Module III: The Dynamics of Leadership while Leading Change	
<ul style="list-style-type: none">• The Role of Leader in Planned Change;• Organization Change Roles and the Requirement for Becoming a Successful Change Leader;• Charismatic Leaders, Change and Organizations with Strong Values and Organization Culture;• Different Ways in which Leadership makes a difference to Organization Culture and Effectiveness.	25%
Module IV: Leading Change in Different Types of Organizations	
<ul style="list-style-type: none">• Planned Change do not always produce the intended results;• The Risk of Not Understanding Organizational Environment;• Leading change in a complex organizational environment;• Leading change in a bureaucratic organizational structure;	15%

Module V: Contemporary Challenges in Leading Change	
<ul style="list-style-type: none"> • Sensemaking, Sensegiving and Leadership in Strategic OD; • Going Beyond Workforce Diversity: Leading Change. • Successful Change and the Forces Driving it; 	15%

Pedagogy for Course Delivery:

Classes focus on a combination of lectures and participatory dynamics. The structure of each unit would include, case study, discussions and focus group.

Assessment/ Examination Scheme:

Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination
100	-	100

Theory Assessment (L&T):

Continuous Assessment/Internal Assessment				End Term Examination
Components (Drop down)	Project	Mid-Sem	Attendance	End
Weightage (%)	15	10	5	70

Text:

- Kotter (2012). Leading Change. Harvard Business Review Press
- Voet (2013). Leading Change in Public Organizations. Optima Grafische Communicatie, Rotterdam, The Netherlands

References

- Advancing Diversity and inclusion in Public Service: A Guide to Leading Change (2011). A Report submitted by the National Urban Rellows to the Research Center for Leadership in Action.
- Bartunek, Krim, Necochea, Humphries (1999). Sensemaking, Sensegiving and Leadership in Strategic Organization Development. Advances in Qualitative Organizational Research. Volume 2; Page 37-71, JAI Press Limited.
- Carlos (2010) Leadership and Change in Today's Organizations: Examining the necessary qualities for leading change in today's organizations. Global Imagination, 8411 N. Princeton St. Portland, Oregon 97203.
- Ganz (2010). Leading Change: Organizations, Change and Social Movements. Chapter in Handbook of Leadership Theory and Practice: A Harvard Business School Centennial Colloquium. Edited by Nitin Nohria and Rakesh Khurana. Harvard Business Press, Boston and Massachusetts.
- Kotter (2007). Leading Change: Why Transformation Efforts Fail (Leaders who successfully transform businesses do eight things right and they do them in the right order). Harvard Business Review in January 2007
- Latta (2009). A Process Model of Organizational Change in Cultural Context (OC3 Model): The Impact of Organizational Culture on Leading Change Journal of Leadership & Organizational Studies Volume 16 Number 1 August 2009 19-37 Baker College 10.1177/1548051809334197 <http://jlos.sagepub.com>
- Moran and Brightman (2000). Leading organizational change. Journal of Workplace Learning: Employee Counselling Today Volume 12 . Number 2 . 2000 . pp. 66±74 # MCB University Press . ISSN 1366-5626.
- Stadler and Hinterhuber (2005). Shell, Siemens and DaimlerChrysler: Leading Change in Companies with Strong Values. Elsevier. Long Range Planning 38 467e484. www.lrpjournal.com